State of Arizona

State Plan for Volunteerism and Service

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Contact:
Bob Shogren, Director
Arizona Governor's Commission on
Service and Volunteerism
1700 W. Washington, Suite 230
Phoenix, AZ 85007
(602) 364-2248
bshogren@az.gov

The Governor's Commission on Service and Volunteerism (the Commission), located in the Governor's Office of Children, Youth and Families, Office of Governor Janice K. Brewer, is pleased to present this 2013-2015 State Plan for Volunteerism and Service. This plan establishes a three-year statewide plan that is consistent with the broad goals of the Corporation for National and Community Service in meeting human, educational, environmental, and public safety needs.

This plan is written in support of the Edward M. Kennedy Serve America Act and is written to be in compliance with the Code of Federal Regulations, 45 CFR § 2550.80, "What are the duties of the state entities?" and in support of Arizona Governor Janice K. Brewer's Executive Order 2010-05,that establishes the Governor's Commission on Service and Volunteerism. Executive Order 2010-05 also establishes that volunteerism is an integral part of the state's future well-being, requires the cooperative efforts by the public and private sectors, and promotes the potential of youth as intrinsic to the prosperity of the state.

PROCESS FOR GATHERING INPUT

For the purpose of the development of the State Volunteerism and Service Plan for the State of Arizona, the Commission employed seven strategies for providing for the maximum participation and input from a broad cross-section of individuals and organizations within the state:

1. **National and State Priority Survey –**The development and distribution of a Survey Monkey-based tool in the fall of 2012. The goal of the survey was to secure input on CNCS identified national priorities and State Commission state priorities as well as solicit other ideas and suggestions.

2. **Volunteerism and National Service Today and Future Survey –**The development and distribution of a Survey Monkey based tool in the spring of 2013. The goal of the second online survey was to gather information about the current status of volunteerism and national service in their communities and then to gather additional information and ideas about how best to strengthen and grow volunteerism for the future.

3. **Volunteerism and National Service Today and in the Future –** Organizing and conducting community focus groups across Arizona in the spring of 2013. Closely aligned with the online survey, the goals of the focus groups were to meet with community and volunteerism leader and to gather information about the present state and future recommendations about volunteerism and service learning.

4. **Arizona Volunteerism Today and In the Future –** the services of the research and evaluation team at the Arizona State University Lodestar Center for Philanthropy and Nonprofit Innovation was engaged to compile, analyze, and develop recommendations from the information gathered from the survey and focus group work completed in the spring of 2013. Preliminary Report attached as Attachment A

5. **Commissioner Review and Recommendation –** Members of the Commission reviewed summary survey results and focus group information gathered and developed recommendations for initial goals and priorities in the late spring of 2013.

6. **Statewide Stakeholder Input –** Business and sector leaders provided input on the draft of the State Volunteerism and Service Plan goals, priorities and activities.

7. **Commission Adoption of Finalized Plan** – Fall 2013

OUTREACH ACROSS ARIZONA

The following resources were employed to provide outreach to diverse, broad-based community organizations:
1. The Commission's contact list consisting of over 6,000 individual, general contacts.
2. The Governor's Youth Commission's contact list consisting of over 400 youth, youth development organization and high school contacts.
3. Request to forward to all contacts was made of the members of the Commission, the members of the Governor's Youth Commission, and the members of the staff of the Governor's Office for Children, Youth and Families.
4. All electronic communications include the "Please Forward" request.
5. ASU Lodestar Center for Philanthropy and Nonprofit Innovation's list serve (that includes over 6,000 contact)
6. The invitation to host focus groups was extended in several directions that resulted in the organization of 20 community focus groups. The focus groups were organized directly by members of the Commission, members of the Governor's Youth Commission, or by community volunteers and included the following communities/populations:

- ASU Changemaker Central
- AZ Developmental Disability Planning Council
- Avondale
- Coolidge/Casa Grande
- Douglas
- Flagstaff
- Governor's Youth Commission
- Kingman
- Mesa
- Parker
- Phoenix
- Pinetop-Lakeside
- Prescott
- Sierra Vista
- Tempe – (AVACA)
- Tucson
- Tucson – (SAVMA)
- Tucson –(Youth)
- Veterans/National Guard
- Yuma

Overall, counting both online surveys and the 20 focus groups, there were **952 respondents** (with some possibility of duplication given that individuals could participate in online surveys as well as the community focus groups). Respondents also represent **67 hometowns** and **14 counties**. Respondents in survey and focus group activities represented the following population categories and organizations (in descending order of participation): Volunteer organizations, educational institutions, youth development organizations, local government, youth, senior service organizations, national service programs, national service members, civic organizations, healthcare, retired, faith-based, state government, philanthropy, service clubs, disability organizations, corporations/businesses, military, military/veteran organizations, environmental organizations and tribal organizations.

STRENGTHENING VOLUNTEERISM AND SERVICE INFRASTRUCTURE

Community Capacity Building Goals
1. **Coordinate, facilitate and when possible implement regional and community-based volunteer program capacity building trainings, which may include webinars.**
2. With individuals and/or organizations identified as community points of contact, identify, develop and share processes, practices and tools that strengthen community volunteerism.
3. Develop a monthly newsletter to promote service and volunteerism in Arizona.
4. Strengthen and expand the collaborative leadership structure of the Arizona Summit on Volunteerism and Service Learning.
5. Promote participation in recognized Days of Service and other national/state days of service.

Volunteer Recognition Goals
1. **Provide tools to assist organizations with developing their own recognition programs.**
2. Explore additional and expand existing partnerships to develop and promote a more comprehensive statewide recognition program.
3. Research and create an e-directory of local, regional, and state level volunteer recognition programs.

Online Tool Goals
1. **Develop partnerships to secure and promote the best available online volunteer management platform(s).**
2. Survey available online tools that promote, encourage, and support effective volunteer management practices.
3. Develop, publish and promote an e-directory of resources.
4. Map online tools currently in use by communities and assess effectiveness.

Youth Engagement Goals
1. Partner with the Governor's Youth Commission to encourage and promote volunteerism and service-learning, as well as engage as a springboard for AmeriCorps recruitment.
2. Promote the Global Youth Service Day and other recognized Days of Service as a means to encourage and support community service and service-learning projects that engage youth in substantive leadership roles.

Diversity and Inclusion Goals
1. Expand and develop the Ticket to Work initiative to increase the number of Employment Network AmeriCorps programs.
2. Explore and leverage additional opportunities and resources by the further development of existing partnerships and the establishment of new partnerships.
3. Develop, implement and promote an outreach and recruitment resource that aligns with the annual AmeriCorps recruitment cycle.

STRENGTHEN NATIONAL SERVICE INFRASTRUCTURE

The Commission and Arizona national service programs will support the strengthening of the service infrastructure by ensuring that all AmeriCorps State and other national service programs have well-articulated volunteer programs and management structures that support the participation of volunteers from diverse populations and that engage volunteers in ways that contribute to the overall impact of the program. Whenever possible, AmeriCorps State and other national service resources will be leveraged to support volunteer program capacity building at the community level.

Strengthening National Service Infrastructure Goals
1. Develop better tools and methods to evaluate impact and value of AmeriCorps State programs in Arizona.
2. Provide specific training on collective impact, becoming service enterprises (Reimagining Service), disability inclusion and on other promising theory and practice to AmeriCorps State programs and to self-selected Senior Corps and AmeriCorps National programs.
3. Better connect and engage national service programs at the local level.
4. Increase support for emphasized national days of service.
5. Ensure that AmeriCorps State programs are fully compliant.

COORDINATE WITH LOCAL GOVERNMENTS TO PROMOTE NATIONAL AND COMMUNITY SERVICE

The two top CNCS priority focus areas identified in the online surveys and in the community focus groups are Economic Opportunity and Education. With respect to future planning, special emphasis can be placed on these two priority focus areas in the form providing a competitive advantage to applications that specifically address the high priority tiered performance measures as identified by the CNCS. In addition, in preparation for the new three-year cycle of AmeriCorps State funding the Commission will conduct strategic outreach and provide technical assistance to organizations that align with the CNCS priority focus areas and will conduct outreach workshops and technical assistance sessions in communities across Arizona.

National Service Coordination Goals
1. Conduct in-person and community outreach activities to encourage and support the development of new AmeriCorps State programs in alignment with CNCS and State priorities.
2. Identify and support the development of new AmeriCorps NCCC projects in Arizona.
3. Collaborate with the Arizona CNCS State Field Office develop and implement strategies to collectively engage national service resources to meet critical community needs.

COORDINATION OF FUNDING APPLICATIONS SUBMITTED BY THE STATE UNDER THE NATIONAL SERVICE LAWS

All funding applications submitted for and on the behalf of the State of Arizona will be in accordance with Arizona State Procurement Law and in accordance with national service law.

MEASURABLE GOALS AND OUTCOMES FOR NATIONAL SERVICE PROGRAMS

Required by the CNCS of State Service Commissions, the measureable goal and outcome required is, the following:

> "*The Commission will engage in outreach to organizations that may be interested in operating AmeriCorps programs, and convene and collaborate with volunteering and service entities within the state, as outlined in its state service plan.*"

Measureable goals and outcomes for Arizona AmeriCorps State programs will be updated annually and include the following for the 2013-2014 program year:

American Conservation Experience, Flagstaff
ACE AmeriCorps provides individuals with opportunities to serve in challenging projects in many of the most beautiful national parks, national forests and wilderness areas in Arizona and with opportunities to serve alongside international volunteers.

American Red Cross, Southern Arizona, Tucson
Operation Desert Home provides critical support to Southern Arizona's military community. AmeriCorps members will provide direct service to military families, children and veterans and act as a community resource.

Area Agency on Aging, Region One, Phoenix
Los Ancianos Seniors Serving Seniors AmeriCorps is an Encore Service program that *recruits* members from the age 55+ population to promote health education to senior centers across the Valley and will provide home services to seniors to allow for independent living as long as is possible.

Arizona State Parks, Arizona
State Parks AmeriCorps provides volunteers and enhances its family campout and stewardship program in 5 Arizona parks, which will also include an environmental stewardship, family friendly volunteer project component.

Arts for All, Inc, Tucson
The Arts for All AmeriCorps program provides special considerations during the planning and programming of classes and activities for persons with a variety of disabilities. All programs attempt to provide a quality art focus for children and youth with and without disabilities and adults with disabilities.

Coconino County Community Services, Flagstaff
The Coconino Rural Environment Corps is a youth development, conservation corps program designed to utilize the talents and energy of youth and young adults in accomplishing a wide variety of environmental conservation and community service projects.

Experience Matters, Phoenix
Experience Matters AmeriCorps will implement two programs: *Your Experience Counts*, will engage encore volunteers (50+) to serve as mentors and improve student academics; and *Boomers Serving*

Arizona Schools program, will work to implement an engagement model designed to leverage Boomer expertise and talents to support the school's success.

Mesa United Way, Mesa
Operation Second Wind will recruit, train, and engage Mesa residents, most aged 55+, as service delivery professionals at nonprofit human and health services agencies of the city. Each AmeriCorps member will be assigned to one of the participating agency service sites generally teamed with a mentor-trainer.

Northern Arizona University, Flagstaff
Youth in Action AmeriCorps is a project that provides service opportunities in social services, environmental education/protection, public safety and tutoring throughout Flagstaff and Coconino County.

Pima Community College, Tucson
Pima Adult and Family Literacy Corps members serve under the guiding principle of "Teach the Parent, Reach the Child" with the mission of building a more literate community. Members tutor and teach in Adult Education and Family Literacy classrooms to help adults build basic skills and improve their children's literacy.

Pima Prevention Partnership, Tucson
The Partnership AmeriCorps Project will improve the public safety and employability of people who live, work or go to school in the Tucson area. Members will create deeper relationships within the targeted community that result in community-wide actions to increase safety and reduce crime.

Technical Assistance Partnership, Phoenix
The Community Engagement AmeriCorps Program will improve the health of adults in Arizona with chronic diseases through various modalities while leveraging Encore/ Baby Boomer and lay health worker (i.e. Promotoras) volunteers in the community.

The Nature Conservancy, Tucson
The Nature Conservancy AmeriCorps members will be placed in six types of positions providing direct service conservation work in nine counties in Arizona. The members will work side by side with skilled staff on high priority projects in some of our most important landscapes, in water conservation education for children, and in capacity building and volunteer engagement.

Community Counts, Inc., Prescott Valley
Yavapai County AmeriCorps helps communities across Yavapai County create nontraditional solutions to the unique challenges facing youth and energizes collective efforts to meet community needs. An umbrella organization, Community Counts innovates with programs that serve youth, individuals, and families.

University of Arizona: UA Wildcat Corps, Tucson
UA Wildcat Corps will serve unmet education and public health needs in four Arizona counties by promoting persistence in education among youth, involving low income, at risk individuals in health prevention, and delivering nutrition programs to encourage reduction of obesity among children.

SUPPLEMENTAL STATE SERVICE PLAN FOR ADULTS AGE 55 OR OLDER

RECOMMENDATIONS FOR POLICIES TO INCREASE SERVICE FOR ADULTS AGE 55 OR OLDER

Recommend policies and practices to increase service by adults 55 or older. Recommendations will include how to best address community needs through engaging the skills and experience of adults 55 and older as sources of social capital. Policy recommendations will need to include a means for those in this age group to learn of available opportunities. Organizations such as AARP, Experience Corps, Leadership West, Experience Matters, and All Arizona School Retirees Association (AASRA) will be consulted to assist with the identification of opportunities and the development of policy recommendations.

RECOMMEND TO THE STATE AGENCY ON AGING ON A MARKETING OUTREACH PLAN TO BUSINESSES AND OUTREACH TO NONPROFIT ORGANIZATIONS, THE STATE EDUCATIONAL AGENCY, INSTITUTIONS OF HIGHER EDUCATION, AND OTHER STATE AGENCIES TO THE STATE AGENCY ON AGING;

Develop and recommend a marketing outreach plan to the Arizona Department of Economic Security's Division of Aging and Adult Services that will include strategies to target specific audiences, including businesses, nonprofits, educational institutions, and state agencies. The marketing outreach plan will include a variety of strategies, among which will be an emphasis on social media strategies, as more senior adults are savvy and adept at these tools.

RECOMMENDATIONS FOR CIVIC ENGAGEMENT AND MULTIGENERATIONAL ACTIVITIES, INCLUDING EARLY CHILDHOOD EDUCATION AND CARE, FAMILY LITERACY, AND OTHER AFTER SCHOOL PROGRAMS, RESPITE SERVICES FOR ADULTS AGE 55 OR OLDER AND CAREGIVERS, AND TRANSITIONS FOR OLDER ADULTS AGE 55 OR OLDER TO PURPOSEFUL WORK IN THEIR POST-CAREER LIVES;

Policy and plan recommendations will include and address recommendations for civic engagement, and multigenerational activities, including early childhood education and care, family literacy, and other after school programs, respite services for adults age 55 or older and caregivers, and transitions for older adults age 55 or older to purposeful work in their post-career lives.

INCORPORATE THE CURRENT KNOWLEDGE BASE REGARDING: 1) THE ECONOMIC IMPACT OF THE ROLES OF WORKERS AGE 55 OR OLDER IN THE ECONOMY; 2) THE SOCIAL IMPACT OF THE ROLES OF SUCH WORKERS IN THE COMMUNITY; AND 3) THE HEALTH AND SOCIAL BENEFITS OF ACTIVE ENGAGEMENT FOR ADULTS AGE 55 OR OLDER

According to AARP Arizona, the economic and social impact of 55+ workers can be seen via studies put together by Society for Human Resource Management, Maricopa Workforce Connections, and the Sloan Center on Aging and Work.

Currently in Arizona approximately, one-third of the workforce is over 55. By next year, 45% of workers at one of Arizona's public utilities will be eligible for retirement. For employees of the State of Arizona, 53.8% are over the age of 45, with 45.6 being the average age of employees.   Employees that are 55 and older are seen by most businesses to be more engaged as they age. The tenure of these employees is 3.3 times that of the

25 – 34 year old age group. Additionally, it is reported that employers often do not see a Return On Investment (ROI) until the 3rd year of employment.

Additionally, in Arizona available encore employment opportunities can be obtained from the Mature Worker Committee, Experience Matters, Goodwill and local Community College programs on the mature worker.

According to the Arizona Workforce Connection (www.arizonaworkforceconnections.com), The realization that mature workers bring a wealth of knowledge, expertise, and professionalism to the workplace is leading employers to re-think traditional retirement. Many of those employers are focusing on recruitment and retention of mature workers within their organizations. By developing a dialogue among the mature workforce, businesses, government, education, and local communities, opportunities for mature workers and employers to interact are being created. While employment is not guaranteed, the resources and tools provided on this website and through the Arizona Mature Workforce Initiative may be helpful to job seekers and businesses alike.

From the Arizona Mature Workers website (www.azmatureworkers.com, according to the U.S. Bureau of Labor Statistics (BLS), in 2010, 30 million workers age 55 and older were in the labor force, representing 19.3 percent of the total, or just under one in five workers (Toossi,2012). By 2020, BLS projects 41.4 million workers age 55 and older, representing 25.2 percent of the total, or more than one in four workers, will be in the labor force (Toossi, 2012). BLS (2011) also estimates that currently roughly seven million people age 65 or older are in the labor force, and that by the year 2050, that number will have almost tripled to 19.6 million. Over the next decade, the number of "prime-age" workers in the labor force (between the ages of 25 and 54) will grow by just 2 percent, compared to a projected 75 percent growth in the number of workers who are at least 65 years old (BLS, 2011).

Arizona Volunteerism Today and in the Future

Survey and Focus Group Results

Researchers and Authors: Bob Shogren, Stephanie La Loggia, and Karina Lungo

Introduction

Arizona Volunteerism Today and in the Future contains the results of research conducted by the Governor's Commission on Service and Volunteerism to gather input for the State Service Plan for Arizona (2013-2015). When completed, the State Service Plan will set forth priorities, goals, and strategies for the promotion of service and volunteerism, determine better methods of leveraging National Service resources to address critical community needs, and articulate a plan for strengthening the state's service and volunteerism infrastructure.

Methods and Participants

Two methods were used for gathering stakeholder input: an online survey and focus groups. The online survey, created and deployed through Survey Monkey, contained six open-ended questions. Additionally, Bob Shogren facilitated 20 focus groups in various locations across the state. Focus group participants were asked to fill out a paper questionnaire that contained the questions from the online survey, as well as two additional questions. Participants were recruited in a number of ways, including direct e-mail invitations, social media channels, and through partner organizations. There were 389 responses to the online survey, and 268 total participants in the focus groups; of those, 220 completed a paper questionnaire. Responses to the online survey came from 67 hometowns in 14 Arizona counties. Focus groups were held 10 counties.

The charts on the following page depict participants by county, age group (online survey only), and the organization types represented (note that participants could choose multiple organization types).

Participants by County	
County	**Participants**
Apache	3
Cochise	38
Coconino	22
Gila	3
Graham	1
La Paz	12
Maricopa	356
Mohave	13
Navajo	20
Pima	83
Pinal	28
Santa Cruz	2
Yavapai	32
Yuma	20

Participants by Age Group (online survey only)		
Age Group	**Participants**	**Percentage**
13-24 years	23	6%
25-34 years	62	16%
35-44 years	60	16%
45-54 years	82	21%
55 years and over	158	41%
Under 12 years	1	0%

Organization Type	Participant Responses
Volunteer Organizations	230
Educational Institutions	185
Youth Development Organizations	85
Local Government	81
Youth	73
Senior Service Organizations	55
National Service programs (AmeriCorps Senior Corps, VISTA)	90
Civic Organizations	60
Health Care	70
Retired	56
Faith-based	49
State Government	51
Philanthropy	46
Service Clubs	47
Disability Organizations	40
Corporate/Business	28
Military Veterans Organization	34
Environmental Organizations	17
Military	16
Tribal Nations	11

This report specifically analyzes the responses to the online survey and the focus group paper questionnaires. We added the paper questionnaire responses to the online survey responses and analyzed each question, including a separate analysis of the two additional focus group questions. Because all questions were open-ended, we read and categorized responses. This represents a first-level of analysis; for some questions, additional categorizing may be useful.

Questions:

1. **How does volunteerism currently look in your community?**
2. **What types of community issues or needs are currently being addressed through volunteer efforts?**
3. **What tools, networks, and/or other resources are currently used in your community?**
4. **How do you acknowledge and appreciate volunteer contributions? (added to question 3 in focus group paper questionnaire only)**
5. **Thinking three to five years out, what important existing and emerging community needs could be effectively addressed by service and volunteerism?**
6. **What tools, networks, and/or other resources could best expand, deepen, and support service and volunteer efforts in the next three to five years?**
7. **If/When national service resources are available (Americorps, VISTA, Senior Corps, NCCC) how might these resources be leveraged to assist the community volunteer efforts in addressing the community issues or needs?**
8. **How might we better acknowledge and appreciate volunteer efforts? (focus group questionnaire only)**

Key Findings

1. **Volunteerism continues to be an active force that addresses a wide range of community issues and needs**. When asked how volunteerism looked in their communities (question 1), 347 respondents made positive comments about the health and strength of volunteerism in their community (or organization). Positive statements about the health and strength of volunteerism outnumbered negative comments approximately three to one. Participants reported a wide range of community issues and needs currently being addressed by volunteer efforts; as stated by one: "way too many for me to name inclusively." Many fell within the scope of Corporation for National and Community Service (CNCS) priority areas, but as indicated by the number of "other" needs being addressed (question 2), the breadth of issues and needs being tackled by volunteers is boundless.

2. **Helping to ensure a sound economic future for our state and all of its residents is a priority**. Although the lists of community issues and needs that "are being addressed" (question 2) and those that "could be effectively addressed," (question 4) are extensive, meeting basic needs today and ensuring a sound economic future for all Arizona residents rises to the top of the list. Volunteerism related to enhancing and improving economic security and opportunity garnered 34 percent of the responses to question 2 (what

needs are being currently addressed) and 27 percent of responses to question 4 (which needs could be effectively addressed).

3. **The best chance we have to fully meet needs and effectively address community issues is through collaboration and collective action.** This requires rising above our individual agendas and working together. "Collaboration" was mentioned repeatedly and in response to *every* question. In some questions, respondents spoke of the lack of coordination between organizations. In question 3, various forms of collective efforts and collaboration were frequently mentioned as a useful tool. The majority of responses, however, specifically highlighted the importance of organizations working together to address needs and solve problems; with many also describing the challenges of doing so and the need for resources to assist with collective efforts. "Each group currently runs its own program resulting in massive duplication and territorial battles," says one participant. To the question of how national service resources can be leveraged to address community issues and needs (question 7), the idea of resources being directed toward assisting with collaborative efforts and capacity-building was mentioned repeatedly. Here is a small sample of such comments:

    - "Bring representatives from the community together to address the issues and work together."
    - "Capacity-building and coordination between agencies."
    - "Collaboration on issues most important to constituents."
    - "Consider convening those who direct/coordinate volunteer programs to continue building concerted partnerships."
    - "Have a community-wide focus to concentrate all efforts on making a visible impact."

4. **More awareness is needed, to reinforce the value and elevate the status of volunteerism and service**. Many participants remarked that more people should know and understand the immense difference volunteer service can make in a community and all the important work that volunteers accomplish (questions 1 and 5). Better awareness was frequently cited as a strategy to help organizations and communities recruit and retain volunteers. Several participants also pointed to the need for better awareness of *specific* volunteer opportunities, including the availability of web and other media intended to connect potential volunteers with opportunities.

5. **The best recognition is public recognition**. A tandem to number 4 is the top response to the question "How can we better acknowledge and appreciate volunteers?" (question 5). Sixty-six percent of the responses were some form of public recognition, including acknowledgement through media outlets and special events. Although the importance of volunteer recognition is well-established in both the practice

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and scholarly literature, this is a remarkably high percentage of responses specifically mentioning *public* forms of volunteer recognition. Since participants included professional volunteer managers, this could reflect their positive experiences with publicly recognizing volunteers. It might be of interest to the Commission to further study (and perhaps promote) the benefits of public recognition of volunteers, for both the organization and the volunteers.

6. **Better online tools (and training to best utilize those tools) are needed**. Several respondents mentioned that their work could be facilitated through the creation and expansion of online tools, including web sites and internet applications, social media, and e-mail tools. VolunteerMatch, an online tool that is also the technology behind the Arizona 211 Volunteer web site, was mentioned repeatedly, and was specifically mentioned several times in response to the question of which resources should be expanded (question 5). Here is a sample comment:

- "Improved websites and social media connections. If you spend more time and money making the resources available more successful and well-developed, ideas will emerge and be acted upon. Make it very clear that this is a priority if you want a cultural shift towards increased volunteerism."

Question-by-Question Analysis

1. How does volunteerism currently look in your community?

This is a broad question and was answered from a variety of different angles. Many respondents spoke to the *strength* or *health* of volunteerism in their community or organization (note that many interpreted "community" as their organization's community). We coded such responses on a 4-point scale. Of those who commented on the strength of volunteerism in their community or organization, 41 percent responded that it was strong, healthy, active, or otherwise positive, and 34 percent reported that it was mostly positive, either speaking to a positive trend or other positive elements, such as opportunities. Twenty-five percent of respondents reported a low participation or a negative trend in the health or strength of volunteerism, a small percentage of which (7%) saying it was not existent or weak.

Strength
Strength of Volunteerism: 461 of 1,084 participants (42.5 percent) made reference to the strength of volunteerism.
1 = Strong (Strong, Active, Healthy, High Participation, Exceptional, Thriving, Good)
2 = Mostly Positive/Trending Positive (Average, Increasing, Plentiful Opportunities),
3 = Mostly Negative/Trending Negative (Declining, Decreasing, Barriers to participation)
4= Low Participation, Declining, Decreasing (Low, Not Good, Not There, Poor, Weak)

	Number of responses	Percentage
1 = Strong	188	41%
2 = Mostly Positive	159	34%
3 = Mostly Negative	81	18%
4 = Low Participation	33	7%
Total	461	100%

Challenges

Respondents also answered this question by reporting challenges to volunteerism in their community or organization. The challenges reported were varied and diverse, but the top two were *lack of coordination* (volunteerism is fragmented, uncoordinated, unorganized) and *lack of awareness* (limited or no visibility of volunteerism).   Lack of coordination was mentioned by 55 respondents; lack of awareness by 21. Other challenges mentioned included lack of resources, a limited pool of potential volunteers, and challenges recruiting and/or retaining volunteers, among many others.

2. What types of community issues/or needs are currently being addressed through volunteer efforts?

These answers were grouped and coded according to the CNCS Priorities: Disaster Services**,** Economic Opportunity**,** Education**,** Environmental Stewardship**,** Healthy Futures (Aging in Place, Childhood Obesity Prevention, Health Care Prevention and Access)**,** Veterans and Military Families**,** and Capacity Building. Responses that did not fall into the CNCS priorities were coded as "other."   Nearly half of the total responses (47%) did not fall into at least one of the CNCS priority areas.

The percentages below reflect how frequently each issue was mentioned. Respondents often mentioned more than one issue; there were 820 responses that mentioned at least one issue (note that this is not necessarily the number of people that responded to the question, because for the focus group there is no knowledge of number of people per group or answer).

The top CNCS priority issues mentioned were: Economic Opportunity (34%), Education (21%), and Healthy Futures (18%).

	Respondents	Percentage
Education	169	20.6%
Capacity Building	78	9.5%
Others	381	46.5%
Environmental Stewardship	88	10.7%
Healthy Futures	145	17.7%
Veterans and Military	38	4.6%
Disaster Services	28	3.4%

	Respondents	Percentage
Economic Opportunity	279	34.0%

3. What tools, networks, and /or other resources are currently used in your community to support volunteer efforts?

Responses to this question included *generic* tools, networks, and resources (i.e. "e-mail") as well as *specific* names of tools/networks/resources, (i.e. "AmeriCorps"). The table below identifies and categorizes the generic tools/resources/networks and reports the number of times, and percent of total, that each was mentioned. One of the named resources, "Volunteer Match" is included in the table due to the high number of mentions (31) it received. Other named resources that were mentioned at least twice are listed below. Similar to the question above, respondents often mentioned more than one tool/network/resource; there were 328 responses that mentioned at least one (again note that this is not necessarily the number of people that responded to the question).

	Respondents	Percentage
Collaboration	67	20.4%
Email	46	14.0%
VolunteerMatch/similar tech	32	9.5%
Fliers	8	2.4%
Word of Mouth	47	14.3%
Meetings and Groups	60	18.3%
Web Sites	60	18.3%
Social Media	70	21.3%
Media	64	19.5%
Others	4	1.2%

Named/Specific Resources (What tools, networks, and /or other resources are currently used in your community to support volunteer efforts?):

- Volunteer Match (32)
- United Way (10)
- SAVMA (8)
- AmeriCorps (6)
- Hands On Greater Phoenix (5)
- Volunteer Center (5)
- AVACA (4)
- Police Department (4)
- Schools (4)
- ASU (3)
- Churches (3)
- AmeriCorps VISTA (2)
- ASU Lodestar Center (2)

- Businesses (2)
- Chamber of Commerce (2)
- Changemaker (2)
- Hands On (2)
- Rotary (2)
- Service Organizations (2)
- The Arizona Higher Education Consortium
- Mesa Community College Community Prevention Agencies Arizona's for Smoke-Free Environments. (2)
- Universities and Colleges (2)
- VISTA (2)
- Youth Council (2

3.1 For the focus groups' questionnaires only, there was an additional question to number 3: **"How do you acknowledge and appreciate volunteer contributions?"** These answers included responses for how their organization or community acknowledges and appreciates volunteer contributions. There were 120 total responses reporting a method for acknowledgement. Answers are listed in the appendix.

4. Thinking three to five years out, what important existing and emerging community needs could be effectively addressed by service and volunteerism?

These answers were also grouped and coded according to the CNCS Priorities: Disaster Services**,** Economic Opportunity**,** Education**,** Environmental Stewardship**,** Healthy Futures (Aging in Place, Childhood Obesity Prevention, Health Care Prevention and Access)**,** Veterans and Military Families**,** and Capacity Building. Responses that did not fall into the CNCS priorities were coded as "other".

The percentages below reflect how frequently each existing/emerging need was mentioned. Respondents often mentioned more than one need; there were 611 responses that mentioned at least one (note that this is not necessarily the number of people that responded to the question, because for the focus group there is no knowledge of number of people per group or answer).

The top CNCS priority issues mentioned were: Economic Opportunity (28.5%), Capacity Building (27%), Education (24%), and Healthy Futures (23%).

	Respondents	Percentage
Education	149	24.4%
Capacity Building	163	26.7%
Others	215	35.2%
Environmental Stewardships	65	10.6%
Healthy Futures	140	22.9%
Veterans and Military	32	5.2%
Disaster Services	9	1.5%
Economic Opportunity	174	28.5%

5. What tools, networks, and/or other resources could best expand, deepen and support services and volunteer efforts in the next three to five years?

Answers to this question were similar to question 3 and included *generic* tools, networks, and resources (i.e. "Collaboration") as well as *specific* names of tools/networks/resources, (i.e. "AmeriCorps"). The table below identifies and categorizes the generic tools/resources/networks and reports the number of times, and percent of total, that each was mentioned. It also lists two specific resources, "Volunteer Match" (included related technologies), which was mentioned 36 times, and a "Volunteer Center" which was mentioned 17 times. The remaining named, specific resources are listed in the "Frequencies" section. As in previous questions, above, respondents often mentioned more than one tool/network/resource; there were **276** responses that mentioned at least one (again note that this is not necessarily the number of people that responded to the question).

	Respondents	Percentage
Collaborative Efforts	73	26.4%
Awareness Campaigns	72	26.1%
Volunteer Match / Technologies	36	13.0%
Funding or More Funding	53	19.2%
Training Needed	58	21.0%
Volunteer Center	17	6.2%
Internet general	18	6.5%
Social Media	32	11.6%
Traditional Media	38	13.8%

[Question 6 is listed below question 7]

7. How might we better acknowledge and appreciate volunteer efforts? (Focus Group Question Only)

This question was asked only in the focus group questionnaires (not in the online survey). The responses were grouped and coded into the categories listed below. The total number of mentions each idea/category received is included, as well as the percentage of the total. There were 182 responses that mentioned at least one idea, again, this number doesn't correspond directly with respondents.

The top response for better acknowledging and appreciating volunteers was "public recognition." This includes acknowledgement in the media and social media. Public recognition received 43% of responses, and when added to the number of responses that mentioned "volunteer events and awards", the number increases to 120, pushing the various forms of public acknowledgement and recognition to 66 percent of all responses.

	Respondents	Percentage
Public Recognition (News, Radio, Social Media, Newspaper)	78	42.9%
Gifts or Monetary-Related incentives	14	7.7%
Thank You Letters or Verbal Recognition	30	16.5%
Volunteer Events or Awards	42	23.1%
Other	16	8.8%
College Credit	4	2.2%
Not Needed or don't do much because volunteering is a rewarding experience by itself	3	1.6%
Personalized Recognition (ask them what they want)	6	3.3%
Trainings or Certificates	4	2.2%

6. If/When national service resources are available (Americorps, VISTA, Senior Corps, NCCC) how might these resources be leveraged to assist the community volunteer efforts in addressing the community issues or needs?"

Responses to this question were separated into two categories. The first one, called "Leverage Ideas and Comments," were those that provided ideas and thoughts on leveraging national service resources to address *community-wide* issues and needs, beyond single organization needs and goals. All other answers were grouped into a "general comments" category.

The following are responses that were coded as "Leverage Ideas and Comments" (those directly answering the question):

- a force that would increase communication throughout the community on all levels
- Always a good question. Resources can better be "leveraged" if these resources focus more on general infrastructure rather than direct service in a handful of organizations.
- AmeriCorps is instrumental in addressing community issues/needs. I served as a Public Ally for 10 months and got to embed myself into the local community - their plights became my own. I learned from

thought leaders who had laid the foundation upon which
- AZ LeaderForce does an excellent job of matching skilled volunteers to specific projects. I recommend supporting their efforts by directing more prospective volunteers to that organization.
- bring expertise leadership initiative to take on projects in the community; become active in city and local politics to hear what the citizens concerns actually are... and work on plans to address those

- Bring representatives from the community together to address the issues and work together.
- By ensuring their assets are wisely used for the good of the whole community.
- By providing human resources to help build community and develop volunteerism programs.
- Capacity building and coordination between agencies.
- Collaboration on issues most important to its constituents. For example if immigration reform is a major area of concern seen through AmeriCorps having AmeriCorps participate/represented at public forums and community organizing events.
- Community surveys to Asset Map our city using Asset Based Community Development model.
- Conduct meetings between these national organizations and local public/private/nonprofit orgs
- Developing community building projects and Education volunteer program structures.
- Find out what the needs are in various sectors of the community. Marketing publicity get the word out!
- have a community wide "focus" to concentrate all efforts on making a visible impact.
- Helping develop the volunteer center and take a look at the issue of homeless population and how communities can volunteer to help with the issue.
- I think all the resources need to be spread around instead of one or two organizations utilizing Slots and

- partners it should be spread around among organizations that are able to manage by area with significant partners by region.
- I think that National Service members can be leveraged for everything from building food boxes to building parks/community gardens to helping with an ongoing project such as Project Connect. I think its all about those nonprofits faith based and govern
- I work with a coupe VISTA members to advance the mission to end veterans homelessness in Arizona. These type of volunteer agencies I feel are a vital resource and should be utlized more in the community.
- If resources are available then consider funding convenings through community partners who can provide knowledge and tools for volunteers to achieve impact. Also consider convening those who direct/coordinate volunteer programs to continue building the p
- in concerted partnerships between agencies. community colleges universities partnerships between agencies etc
- Its amazing what national service resources can do for a community for capacity-building. As a Public Ally Ive watched so many of my peers become an integral part of their community and really step forward as leaders. I would recommend continued suppor
- More organization around what the needs are and how to most efficiently match groups that can provide the need and most efficiently supply the

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- need as well so that there isnt duplication of efforts.
- More police.community partnerships. The police are short staffed and need volunteers in the community who are helping them to catch the criminals.
- National Service Corp members could help build the communities capacity to address their issues/or needs so that once their service ends the community is empowered to progress.
- National service programs can model cutting-edge practices in volunteer engagement and share the knowledge with other organizations.
- National service resources are a great place for leaders for folks who are willing and able to draw up solutions to problems form service projects and organize the volunteer service available. When such resources are available I think they should be u
- National service resources provide another way to integrate the community and strengthen the bond between people and volunteer efforts. With many people from different parts of a city working together to reach a common goal they are able to use the vari
- Persons supervising national service members need to be well-prepared to orient train supervise and recognize these volunteers. Part of service might include establishing networks of volunteers that can be called on to participate in projects not neces
- Placing more Americorps members at non-profit organizations to help expand their work. Also placing

members at the city level would be helpful in improving the community.
- Possibly by creating a community center that would help to service all ages with programs and health activities.
- Recruit young volunteers to a CAUSE. Give the young a purpose to do something they feel is important. organize a place where they can gather their peers.
- regional hubs of national service management through volunteer centers. Coordinated service delivery that uses a collective impact model.
- senior corps veterans I would love to see our smaller towns do the work to support and supervise a volunteer from one of these programs to coordinate our area efforts
- There are many young adults with brilliant ideas going out into the community through these programs that help or community and country everyday. They are usually the ones setting up the foundation for sustainable programs and efforts to help those in nee
- There is a need for event and project coordinators. The national service resources seem to be able to provide some consistency and strong leadership to projects.
- These resources can be leveraged through organizations that engage retired professionals in providing assistance to nonprofit organizations in need of various services such as marketing planning capacity building mentoring training etc. to achieve th

- These resources could conduct "town halls" listings for centralized volunteer opportunities
- These types of volunteer resources should be used more for direct community outreach as well as used to build connections and rapport among existing social service and social change organizations.
- They could bring a lot of resources to bear on small manageable problems to solve or greater visibility on some of our more pressing social problems that could raise the quality of life in our communities.

- To provide staff support to nonprofits addressing community issues.
- Use these resources to provide infrastructure thru which volunteers can provide community service.
- Work within a particular area to address core issues within the community.
- Working with the Chamber of Commerce